

SECRETARY OF DEFENSE TEAM EXCELLENCE AWARD

Managed by the Office of the Secretary of Defense, Quality Management Office. The award was created in 1997 to recognize outstanding team performance, share best practices within DoD, promote systematic approaches to enhance mission capability, improve operational performance, and ensure sustained results within the military departments and Defense agencies.

The Department of the Navy is eligible to receive two Team Excellence Awards each year. Nominations from Navy and Marine Corps organizations should be submitted to:

Department of the Navy
Total Quality Leadership Office
Building 36, Washington Navy Yard
901 M Street, SE
Washington, DC 20374-5024
ATTN: Team Excellence Award Program

Each activity submitting an application should include a signed endorsement from the next higher echelon.

The following provides general information about the award guidelines and criteria for submission.

I. General Information:

Purpose. The Secretary of Defense Team Excellence Award (SDTEA) recognizes outstanding team performance and shares best practices within the Department of Defense. It promotes systematic approaches to enhance mission capability, improve operational performance, and ensure sustained results.

Eligibility.

- Only teams that have completed a process improvement effort after 1 Oct 95 are eligible to submit an application.
- Departments (Army, Navy, Air Force): two each
- Joint Activities (OSD Staff, Joint Staff, Unified Commands Defense Agencies, Defense Field Activities): two total

Schedule.

- Applications available
- Nominations for Technical Review due
- Technical review of applications

- Team presentations
- Presentation of Awards

II. Instructions

Application Package. The application must stand on its own. Responses should be concise and quantitative. Statements should be supported by facts and information. Acronyms and terminology specific to the applicant's organization should be fully defined. The application must not contain any classified information.

The entire package must be prepared using either Word for Windows or Word Perfect software. The package must be typed in 12 point Times New Roman font with one inch margins. For cost and reproduction purposes, it must be printed in black and white on plain bond paper with only staples for binding.

The application package consists of three items in this order:

Nomination Form: must be signed by the organization commander. All team members must be included on the Nomination Form when submitted. Teams will not be allowed to add members once their package has been received by OSD/QM. Special care should be taken to identify all team members with the proper spelling of their names for award certificates. Refer to the Sample Nomination Form, Attachment 2, for specific requirements.

Abstract: must not exceed one page. See Attachment 3 for format and requirements.

Narrative: must not exceed ten pages. All examples, figures, charts, etc., should be suitable for reproduction and be included in the body of the narrative as near to the text they support as possible (they may appear as entire pages in the body of the report, but attachments, other than a glossary, are not allowed). A glossary, if attached, will not be considered a part of the ten-page narrative. Each item of the criteria must be addressed in the narrative (see Attachment 4 for format). Precede each item response with the item title. Supporting figures, charts, or illustrations, printed in black and white only, must easily identify the data they address. Using patterns to differentiate data groups rather than colors helps clarity of black and white graphic representations.

Submission of Application. Organizations submit their packages to the designated Quality Management Office.

Department of the Army organizations will submit applications to:

Total Army Quality
Management Practices Branch
DACS-DMC-PQ
Crystal Square Two
1725 Jefferson Davis Hwy., Suite 1001
Arlington, VA 22202

Department of the Navy organizations will submit applications to:

Total Quality Leadership Office (TQLO)
Office of the Under Secretary of the Navy
Bldg. 36, Washington Navy Yard
901 M Street, SE
Washington, DC 20374-5024

Department of the Air Force organizations: to be eligible the team must have competed for and won the Chief of Staff Team Excellence Award (CSTEa). The two Air Force nominees for the SECDEF Team Excellence Award will be chosen from among the five winners of the CSTEa.

Joint Activity organizations will submit applications to:

OSD/QM
Room 2C426, Pentagon
Washington, DC 20301-1155

Process Support Requirements. Each Departmental Quality Office will provide resources for internal technical review. Office of the Secretary of Defense Quality Management Office will provide resources for technical review of the Joint Command nominations.

Office of the Secretary of Defense Quality Management Office will fund TDY expenses for a necessary and reasonable number of team members to present their achievements to the Secretary of Defense.

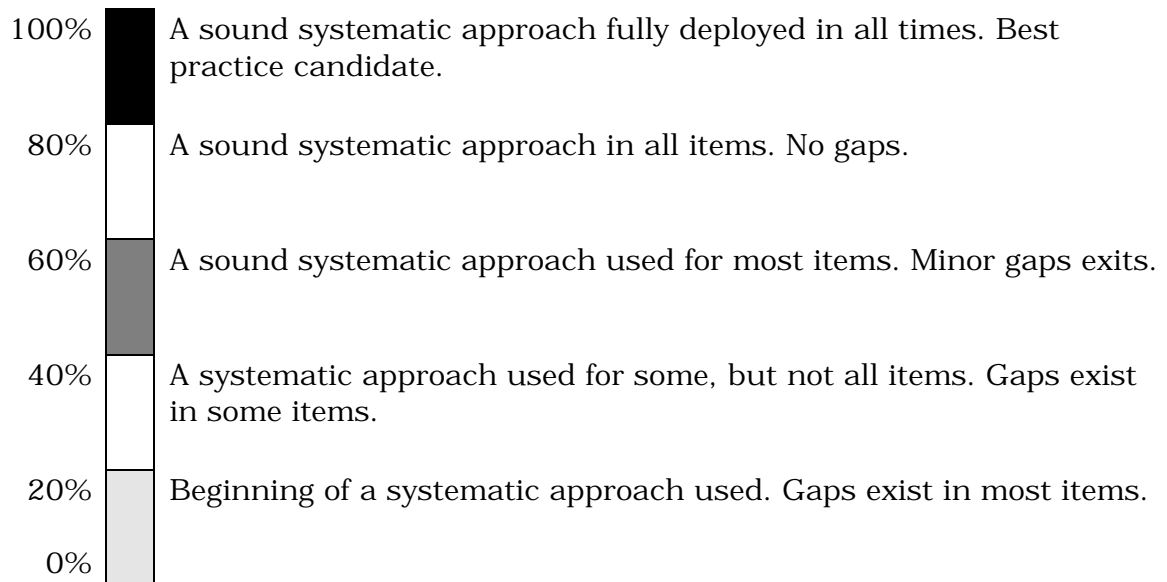
III. Evaluation and Recognition

Evaluation Process. The Quality Management Office evaluates each nomination based on technical merit. Based on the below scoring guidelines, the judges validate the team scores and select teams for recognition.

Scoring Guidelines. The Quality Management Office will use the following scoring guidelines to assist them in the nomination evaluation and scoring process. Team responses to the criteria items (Attachment 4) are evaluated for

their level of effectiveness based on these guidelines and points are awarded accordingly.

TEAM EXCELLENCE AWARD



Point Distribution.

Criteria	Points
Organizational Approach	30
Execution	20
Results	50
TOTAL	100

Secretary of Defense Staff Briefing. Nominated teams will present a briefing of their team's story (not to exceed 10 minutes) followed by a 5 minute question and answer session. The presenters must be members of the nominated team.

The presentation will take place in the Secretary of Defense Conference Room, Pentagon, Washington, DC.

Road Show. While in the Washington, DC area for the presentation to the Secretary of Defense Staff, teams will be expected to make a number of presentations to various applicable locations in the area. The team will be expected to remain in the Washington area approximately one week.

Teams may be required to participate in the following activities to promote team efforts and present potential best practice opportunities:

- Participate in the generation of best practices information to be disseminated throughout the Department of Defense.
- Present a paper and/or speak at Department of Defense, national, and/or regional quality conferences.
- Participate in the production of video tapes and host on-site visits for interested groups.

IV. Questions and Further Information

The Office of the Secretary of Defense, Quality Management Office (OSD/QMO) is the primary source of information for the SDTEA. For questions and further information contact Ms. Joyce Mussey, DSN 227-7171 or commercial 703-697-7171, E-Mail musseyj@odam.osd.mil.

(Attachment 1)
Sample Nomination Form

Team Name _____

Applicant Organization

Organization _____

Address _____

Coordinating POC (This person will be the single point of contact for coordinating team issues before, during and after the SecDef Briefing.)

Rank/Civ Grade/First Name/MI/Last Name _____

Title _____

Organization and Office Symbol _____

Mailing Address _____

DSN Telephone _____

Commercial Telephone _____

DSN FAX _____

Commercial FAX _____

E-mail Address _____

Message Address _____

Team Members (Include the following information on all team members, not just Briefing attendees; include team members no longer in the organization.)

Rank/Civ Grade/First Name/MI/Last Name _____

Current Organization _____

Mailing Address _____

DSN Duty Telephone _____

Commercial Duty Telephone _____

Coordinating Offices

Rank/Civ Grade/First Name/MI/Last Name _____

Title _____

Organization and Office Symbol _____

Mailing Address _____

DSN Telephone _____

Commercial Telephone _____

DSN FAX _____

Commercial FAX _____

E-mail Address _____

Message Address _____

(Attachment 2)
ABSTRACT FORMAT

Team Name
Organization, Base, State or Country

Abstract

I. Organizational Approach

The abstract will be a maximum of one page. This page is a sample of the format that will be used. The team name will be centered and bolded at the top of the page. The name of the sponsoring organization, base, and state or country will be centered and bolded on the next line below the team's name. The word "Abstract" will be centered and bolded on the page, two lines down from the organization's name. The page will have one inch margins. The font will be 12 points Times New Roman. Do not put organization or other logos in the abstract. The first section will begin two lines down from the word "Abstract."

II. Execution

The title of each section must be included in the abstract. Those reading the abstract will not have access to the ten-page narrative; therefore, the abstract must stand on its own. It must contain the meat of the ten-page narrative. Write the abstract so it flows like someone telling a story. Make it interesting to keep the reader's attention and motivate them to contact team members for additional information. Place the name of a team point of contact at the bottom of the page along with his/her DSN and commercial telephone numbers.

III. Results

The abstract will be published in the OSD Best Practices Database. It will also be used to write introductions for award presentations and other recognition. The abstract will be the foundation for the video script and for information released to the news media.

Name _____ DSN _____ Com _____

(Attachment 3)
NARRATIVE FORMAT

Team Name
Organization, Base, State or Country

Narrative

1.0 ORGANIZATIONAL APPROACH

1.1 Mission. Narrative response

1.2 Improvement Identification. Narrative response

1.3 Team Selection. Narrative response

1.4 Team Support. Narrative response

2.0 EXECUTION

2.1 Root Cause Identification and Analysis. Narrative response

2.2 Improvement Selection and Execution. Narrative response

2.3 Communication. Narrative response

3.0 RESULTS

3.1 Improvement Effort Results. Narrative response

3.2 Impact of Results. Narrative response

3.3 Sustainability and Standardization. Narrative response

3.4 Return on Investment. Narrative response

3.5 Satisfaction, Requirements, and Validation. Narrative response

(Attachment 4)
Award Criteria

1.0 Organizational Approach	30 pts
<p>Objective: To select an appropriate process for improvement and the team approach used to maximize results as related to the mission of the organization.</p>	
<p>1.1 Mission. What was the mission of the organization and how did it link to the Department mission? What were the key processes and/or key result areas (KRAs) and how did they link to the Department key processes or KRAs? Who were the key customers/stakeholders and suppliers?</p>	5 pts
<p>1.2 Improvement Identification. How was senior leadership of the organization involved in identifying and/or approving the process for improvement? What method was used to select this process for improvement? How did this process relate to mission accomplishment? How did current process performance compare to similar processes? How was the process evaluated as it relates to customer requirements and expectations?</p>	10 pts
<p>1.3 Team Selection. What team approach was selected? How were team members selected? What was the team's charter?</p>	5 pts
<p>1.4 Team Support What process improvement model was used? What training was accomplished to prepare the team members for this process improvement? What resources did senior leadership provide to ensure a successful team effort? How and to what degree was the team empowered?</p>	10 pts
2.0 Execution	20 pts
<p>Objective: To show what efforts the team made to identify, measure, select, and implement a solution to root causes.</p>	
<p>2.1 Root Cause Identification and Analysis. What methods/tools were used to analyze the area for improvement before, during, and after process improvement? How were customer requirements and satisfaction factored into the analysis? What tools were used? How were best practices from other organizations identified and studied for possible inclusion?</p>	5 pts
<p>2.2 Improvement Selection and Execution. Which root cause(s) was selected for improvement and why? What measurements were used to assess baseline performance level(s) and progress of this process improvement? How was the improvement area(s) tested, evaluated and prioritized? How was a plan of action developed, executed, reviewed,</p>	10 pts

and, if applicable, modified?	
2.3 Communication. How was team progress communicated to stakeholders and others? If communication barriers were encountered, how were they addressed and resolved? How were problem solving skills reviewed and lessons learned shared with others? How were revised methods and procedures communicated? How was the team recognized for their efforts?	5 pts
3.0 Results	40 Pts
<u>Objective:</u> To ensure improvement was tied to team performance and linked to the Department's performance. To ensure results were validated, sustained and standardized.	
3.1 Improvement Effort Results. Display and define pre- and post-measurement results. Display and define actual and/or projected resource savings. How were the results and savings validated?	10 pts
3.2 Impact of Results. What impact did these improvement results have on organizational mission accomplishment? What impact did these improvement results have on mission accomplishment? What impact did the implementation of the improvement have on current performance in comparison with similar processes?	10 pts
3.3 Sustainability and Standardization. What steps were taken to share/standardize the results of this improvement effort at organizational levels, and with other public and private organizations? What actions were taken to address other opportunities for improvement the team identified? How did the team ensure the improvement results would be sustained?	10 pts
3.4 Return on Investment. What were the total man-hours expended by the team (not including award preparation time)? What was the cost for all resources expended to implement this improvement? Identify and explain the tangible and intangible benefits of the improvement effort. How was return on investment calculated?	10 pts
3.5 Satisfaction, Requirements, and Validation. After the improvement was standardized, describe and display changes to baseline customer, stakeholder, and supplier satisfaction and/or requirement trends. How were these results and trends validated?	10 pts
TOTAL	100 Pts